



NCDOT LMDA

NMA Chapter #618

PO Box 25536

Raleigh, NC 27611-

5536

www.ncdot.org/lmda

Management Insight

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Manager of the Year Nominations Due

LMDA is again accepting nominations for its annual **Manager of the Year Award** through **Friday, April 27, 2012**. The purpose of this award is to recognize an individual whose accomplishments and superior work performance represent the best possible application of management principles. The criterion for the award is based on the **NMA Code of Ethics**, listed on page 6 of this newsletter.

Any NCDOT manager below the deputy secretary level is eligible for nomination, and nominees need not be members of LMDA. Recent past recipients of this award are Sharon Lipscomb (Office of Civil Rights), Doug McNeal (Division 13- District 1 Engineer), Debbie Barbour (Director of Preconstruction), and Kevin Lacy (State Traffic Engineer). The nomination form and instructions are attached to this newsletter. All nominations should be sent to **BenJetta Johnson** at benjettajohnson@ncdot.gov. The winner will be announced at an upcoming Board of Transportation meeting.

What Does Leadership Really Mean?



So what does leadership really mean? That's the question that Eric Boyette, NCDOT's Inspector General, asked those who attended the February Lunch & Learn. While there may be many "official" definitions of leadership, they don't define what it is that makes a leader, much less what makes an effective leader. According to Eric, there are 7 key indicators of an effective leader:

- We get what we expect to get. Only if you believe in people and expect the best of them can you succeed in leadership in today's world.
- If people seem to seek you out, this is a good indicator that they admire, trust, or respect you, even if what they often seek you out for is to complain. Being a go-to person is, indeed, a good predictor of leadership potential.
- Accepting people for who they are, seeing the positive in them, and looking beyond their unfavorable qualities is essential to leadership success. When you learn to recognize the good in everyone you find yourself getting more good where you least expected it. As a leader you will encounter many types of people, and it's important to find the good in each one.

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• Wake County Habitat for Humanity Event

Spring into action! As part of our giving this year, we are working with Habitat for Humanity (www.habitat.org) to donate our time and talent to help build our communities. Our theme this year is "Having Fun Working Together To Help Our Communities." We are asking everyone to utilize their Community Service leave to assist Habitat for Humanity.

We are coordinating volunteer teams to help with a Raleigh build on **April 25, 2012**. This is an exciting and fun opportunity for everyone to get involved, utilize your community service and build up our communities. Not good at construction? No problem! No experience is necessary. Habitat Supervisors and other volunteers will assist first-timers and/or beginners. All tools and materials are provided. Everyone can contribute, no matter what your skill level. If you are interested in volunteering for this effort, please email Tammy Germiller (tgermiller@ncdot.gov) or Adrian Atkinson (aatkinson@ncdot.gov) for registration information.

Volunteer spots are filling fast so get registered today!

• Winter Coat Drive - "Wrap-Up"

Thanks to all those who helped and made donations to the annual LMDA Winter Coat Drive! In total, we donated **224 coats** and more than **30 winter apparel items** to the Salvation Army and Raleigh Rescue Mission, which is double our 2010 total!

CALENDAR

2012		Event	Time	Location	Contact
March	8	LMDA Board Meeting	12-1pm	Room 117, Highway Bldg.	Any Board Member
	15	Lunch & Learn: Managing Your Learning: NCDOT's Management System (LMS)	12-1pm	EIC, Highway Building (& via Live Meeting)	Cynthia Squires
April	12	LMDA Board Meeting	12-1pm	TBA	Any Board Member
	19	Lunch & Learn: Learning, Growing, Leading (Speaker: Jimmy Travis)	12-1pm	Pamlico Conf. Rm., CCB (& Live Meeting)	Linda Fuller
	25	Community Service: Habitat for Humanity Event		Raleigh	Adrian Atkinson, Tammy Germiller
	27	Manager of the Year Nominations Due	5pm		Benjetta Johnson

Manager - Employee Conversations

By: Beth Neely, MSL

Talent Management, Governance Office

If you manage employees, you need to talk to them. It's common sense; still these conversations may not always be common practice. Managers instinctively know they *should* have more regular conversations with their team members, but often there's "not enough time" or they "never get around to it."

That's unfortunate, because research suggests that *dialogue* is at the heart of high engagement and sustainable performance.

I emphasize *dialogue* because there's a subtle difference between *discussion* and *dialogue*. Discussion is the examination by argument or comment to explore solutions; it's often a one-sided, boss-dominated discussion. Dialogue is a conversation between two or more persons; an exchange of ideas or opinions on a particular issue with a view to reaching an agreement.

Focusing on the "people" side of things, such as open communication, is so important to building relationships and improving the workplace. As an example, Secretary Conti expected managers to openly communicate the results of the employee engagement survey with their staff and pick one or two areas to improve. As a manager, have you done this?

The engagement conversation or dialogue is a fact-finding approach focused on **working together**: *What ideas do you have for improving your satisfaction, the workplace? What do you want/need (i.e., what motivates you)? What do you think you can start doing? Stop doing? Continue doing? What would you like me to start doing? Stop doing? Continue doing?*

Bottom-line: "What do you need from me to deliver what we are both on the firing line to produce?"

Whether it's a follow-up discussion of results from the employee engagement survey, performance feedback, or talking about the latest sporting contest, the important thing is to make time for employee conversations. The time invested will be well worth it.

¹Source: Yes, Everyone Really Does Hate Performance Reviews, WSJ: April 11, 2010



Winter Coat Drive 2011-2012: Thanks to all those who donated!

Professional Development Corner



On February 8, LMDA hosted its first professional development workshop of the year, entitled “Revenues, Programming, and Process.” The workshop took participants through the entire process of determining how a local transportation need becomes an NCDOT project, and how that project will ultimately be funded. As part of the initiative to reform the transportation decision-making process, NCDOT has developed a strategic plan to achieve the department’s long-term goals. The strategic plan includes several key documents:

NC Statewide Long-Range Transportation Plan (2040 Plan)
 Program & Resource Plan (10-year)
 State Transportation Improvement Program (STIP)
 Work Program (5-year)

The Statewide Long-Range Plan is still under development, but will serve as the blueprint for transportation planning and investment for the department over the next three decades. The Strategic Planning Office of Transportation (SPOT) is in charge of the prioritization effort that leads to the Draft STIP and 10-year Work Program; currently, the “Strategic Prioritization – 2.0” process is underway and will yield the next draft STIP and 10-year Work Program for 2013-2022. To determine what projects should be on any of these lists, the prioritization model assigns scores to each proposed project based on a number of factors, including quantitative factors (congestion, pavement condition, safety, and design parameters) and local input.



Once projects have been programmed, NCDOT must then determine what and when projects can be funded based on forecasted revenues and expenditures. Workshop speakers discussed the sources of funding for the department (including the Highway Fund, the Highway Trust Fund, and other Federal Funds) and how the availability of those funds is used to determine when a project can go to construction.

Special thanks to all of our workshop presenters: Mark Tyler, Don Voelker, Burt Tasaico, Van Argabright, and Laurie Smith.

Want more information on the Transportation Reform Process? Go to:

<http://www.ncdot.gov/performance/reform/>

From there, you can find more information about prioritization and the various plans and work programs.

Got ideas on future workshops for LMDA? Let us know! Contact Adrian Atkinson with your ideas.

(Leadership, from page 1)

- If you make yourself scarce, you build distance between yourself and those you lead. Distance will not serve you well as a leader. Think of people not as an interruption of your work – your people ARE your work. If you agree with this, then you have the right attitude for leadership.
- Talk to people, e-mail people, write notes, talk, talk, talk. It's essential. Say it clearly! Say it more often than you think you need to. Strong communication skills are the fundamental cornerstone of good leadership.
- You have to give away some of the power and let others play a key part in what's going on. As contradictory as it sounds, you can't be successful as a leader unless it's not about you. As General Colin Powell has said, "There's no end to what you can accomplish if you don't care who gets the credit."
- A leader can't be a fence-walker. Paralysis by analysis and timidity in decision-making are common problems. One can't be a good leader without being willing to step up and make a commitment. If the decision is later proven "wrong," you can admit it and correct it, but you must make a decision.

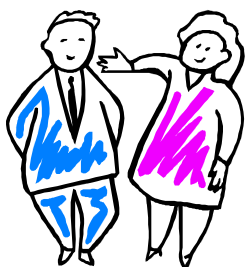
Note that these indicators don't have anything to do with your intelligence, your knowledge of the subject at hand or work experience. So which of these do you see in yourself? Which of these can you work on further and practice in your day-to-day work life? Leaders can be found at all levels in a hierarchy, so don't assume that you can't be a leader if you aren't in a traditional management position. We can all demonstrate leadership in our current roles to help make our offices, and the department, better places to work.

Troopons - Don't Forget!

LMDA is continuing with a community service activity that's easy to do and yet helps so many- saving coupons for use by our military personnel and their families! LMDA is partnering with **troopons.org** to collect clipped manufacturers' coupons (e.g. food or non-food grocery coupons from the Sunday paper). Better yet, recently expired coupons can still be used at overseas military bases (as long as they are coupons that are no more than 60 days out of date)! We'll collect your coupons at the monthly Lunch and Learns. You may also coordinate with your building liaison (see list below) if you can't join us at the Lunch & Learns but want to donate. Help us help those who serve our country!



Building Contacts: Transportation: Marie Sutton, Linda Fuller; **Century Center:** Patsy Stephenson, Jimmy Travis, Demorris Hukins; **Raney Building:** Melvena Sams, Robert Hines; **Greenfield Parkway:** Mike Reese; **Beryl Road:** Jihad Shawwa; **Division 5 - Durham:** Adrian Atkinson; **Division 4 - Wilson:** Rose Earp; **New Hope Center:** Barbara Gautreaux



Welcome New Members!

Donald Moses, Photogrammetry

2011-2012 Officers



Linda Fuller, **President**

919.707.4572

lfuller@ncdot.gov

Mike Reese, PE, **Vice-President**

919.662.4344

mikereese@ncdot.gov

Cynthia Squires, **Secretary**

919.508.1875

csquires@ncdot.gov

Lisa Feller, PE, **Treasurer**

919.707.6022

lfeller@ncdot.gov

BenJetta Johnson, PE, **Awards**

919.773.2992

benjettajohnson@ncdot.gov

Adrian Atkinson, **Professional Development**

919.220.4757

aaatkinson@ncdot.gov

Beth Smyre, PE, **Communications**

919.707.6043

bsmyre@ncdot.gov

Programs

Linda Fuller

919.707.4572

lfuller@ncdot.gov

Marie Sutton

919.707.4613

mlsutton@ncdot.gov

Membership

Sharon McCalop

919.707.2638

stmccalop@ncdot.gov

Marie Sutton

919.707.4613

mlsutton@ncdot.gov

Mike Reese, PE, **Community**

Involvement

919.662.4344

mikereese@ncdot.gov

Jimmy Travis, PE, **Senior Executive**

Advisor

919.707.6602

jtravis@ncdot.gov



NMA Code of Ethics

- I will recognize that all individuals inherently desire to practice their occupations to the best of their ability
- I will assume that all individuals want to do their best
- I will maintain a broad and balanced outlook and will recognize value in the ideas and opinions of others
- I will be guided in all my activities by truth, accuracy, fair dealing and good taste
- I will keep informed on the latest developments in techniques, equipment, and processes
- I will recommend or initiate methods to increase productivity and efficiency
- I will support efforts to strengthen the management profession through training and education
- I will help my associates reach personal and professional fulfillment
- I will earn and carefully guard my reputation for good moral character and good citizenship
- I will promote the principles of our Free Enterprise System to others, by highlighting its accomplishments and displaying confidence in its future
- I will recognize that leadership is a call to service

NMA Vision Statement

NMA is the recognized worldwide partnership of people and businesses inspiring outstanding leadership, and cultivating highly productive workplaces.

NMA Mission Statement

NMA creates leadership development products and opportunities that maximize the potential of our members, sponsoring organizations, and communities.